

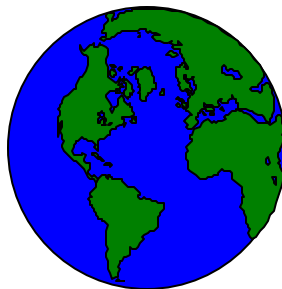
**Results of the TM
Culture in the Workplace Questionnaire
for
Sample Participant**

Background

The Culture in the Workplace Questionnaire is derived from the work of Dr. Geert Hofstede, a Dutch social scientist who developed this questionnaire to illustrate culturally dependent work preferences. He is Director (Emeritus) of the Institute for Research on Intercultural Cooperation (IRIC) at the University of Limburg at Maastricht, the Netherlands. Dr. Hofstede's pioneering study of IBM affiliates in fifty countries, elaborated in his book "Culture's Consequences", helped to form the foundation of the field of comparative management.

Note that in these scores, we are comparing your individual scores to country averages. As such, there are many individuals in these countries with scores that differ from their own country averages (and that may be closer or further from your scores). You also differ from your larger country sample in some respects. However, national tendencies are indicated clearly through the country scores.

The most important use of this questionnaire is learning your own cultural profile and how that might compare to others. In global businesses, we are constantly building bridges across cultural and other boundaries in order to carry out our work more effectively and productively. Knowing your own profile will help you learn about others and to build those bridges together.



Individualism

This dimension is a way of measuring the degree to which action is taken in a particular culture for the benefit of the individual or the group. An individualistic society is a culture of the "self" where individuals are supposed to take care of themselves and have a flexible-independent relationship with social groups. A group society gives preference to belonging to the "we," where individuals contribute to the wealth of their parents, clan, or organization in exchange for group support.

GROUP STYLE

"We" consciousness

Relatives, in-group take care of the individual in exchange for loyalty

Interests of the group prevail over individual ones

Emotional dependence of the individual on organization

Cooperation and harmony

Loyalty prevails over efficiency

INDIVIDUAL STYLE

"I" consciousness

Individual takes care of self and immediate family

Self-interests come before those of the group

Personal life and professional life are separated

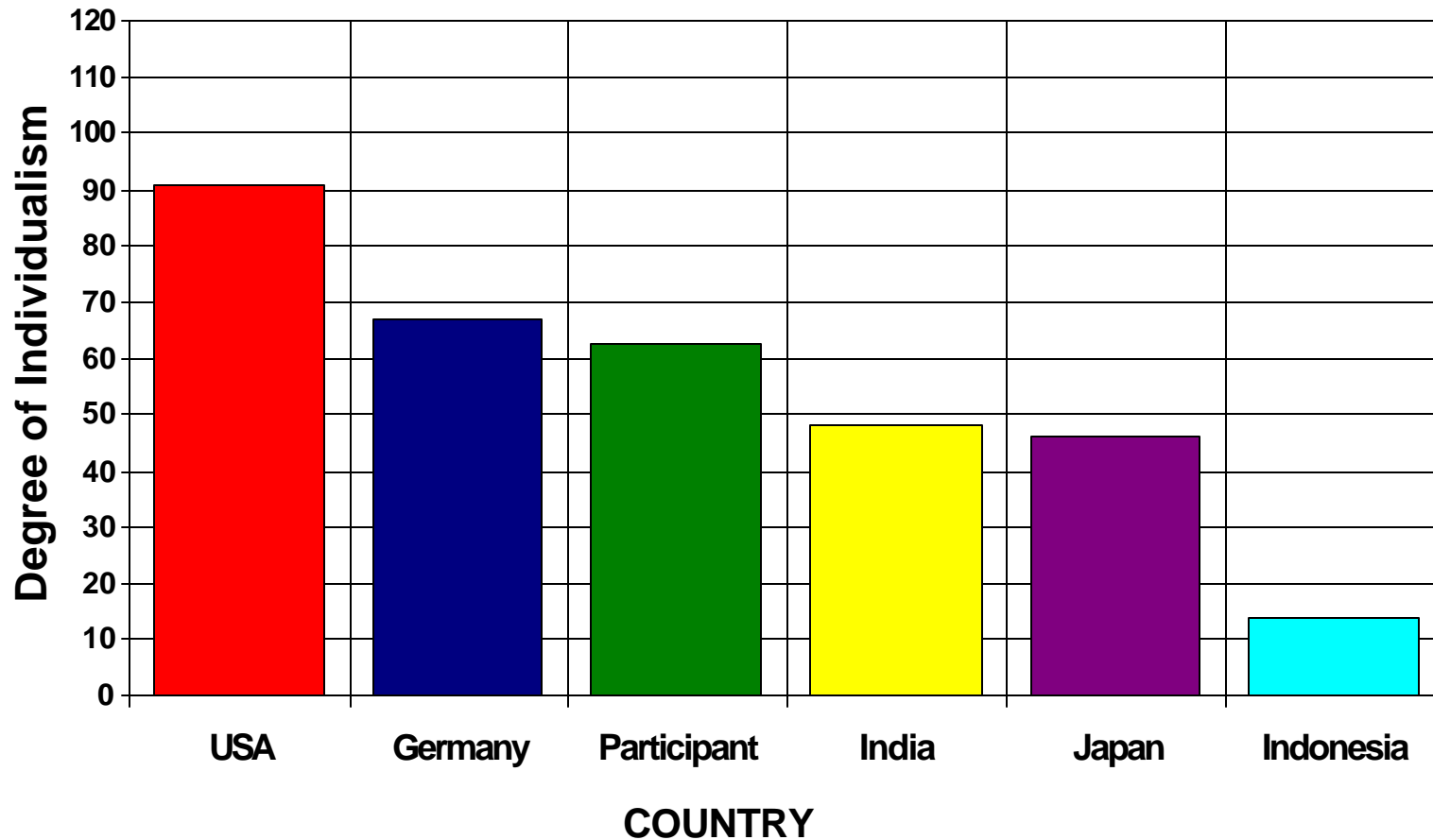
Competition between individuals

Efficiency prevails over loyalty

Example:

Mr. Yakashima was reporting to Mr. Cannon, his American manager, on the difficulties he had with the negotiation he recently conducted with an outside American client. Mr. Yakashima noted that Mr. Roberts, who represented the American side, seemed tired and frustrated at the last meeting. Yakashima stated that he didn't understand why, since he had been finding the meetings very informative. Yakashima admitted, however, that he was getting annoyed at Roberts' insistence throughout all the meetings for decision and answers to questions Yakashima would have to consult with his group about. "It was uncomfortable for me to always say that I had no answer now to his questions," Yakashima said to Cannon. "But it was even more difficult for me when Roberts finally said, 'O.K., I am willing to lower my price by \$5000, but only if your company would make a decision on this price right here and now at the table. No more stalling please.'" "What did you do?" Cannon asked. "Nothing," Yakashima answered. "I couldn't make that decision alone."

PREFERENCES FOR INDIVIDUALISM Individual Style versus Group Style



Sample Question: Decisions made by individuals are usually of a higher quality than decisions made by groups.

Power Distance

Power distance is a way of measuring the degree to which inequality or distance between those in charge and the less powerful (subordinates) is accepted in a culture. A society with an autocratic style leans toward a tight hierarchical structure where individuals know their place and the limit of their roles. A society with a participative style seeks status equality and interdependence between different layers of power.

PARTICIPATIVE STYLE

Participative, consultative approach

Informality

All should have equal rights

Pragmatic organization centered on tasks

Independence, initiative

Latent harmony between the powerful and the powerless accepted

HIERARCHICAL STYLE

Hierarchical, or "top-down" approach

Formality (reserve)

Power-holders are entitled to privileges

Pyramidal structure

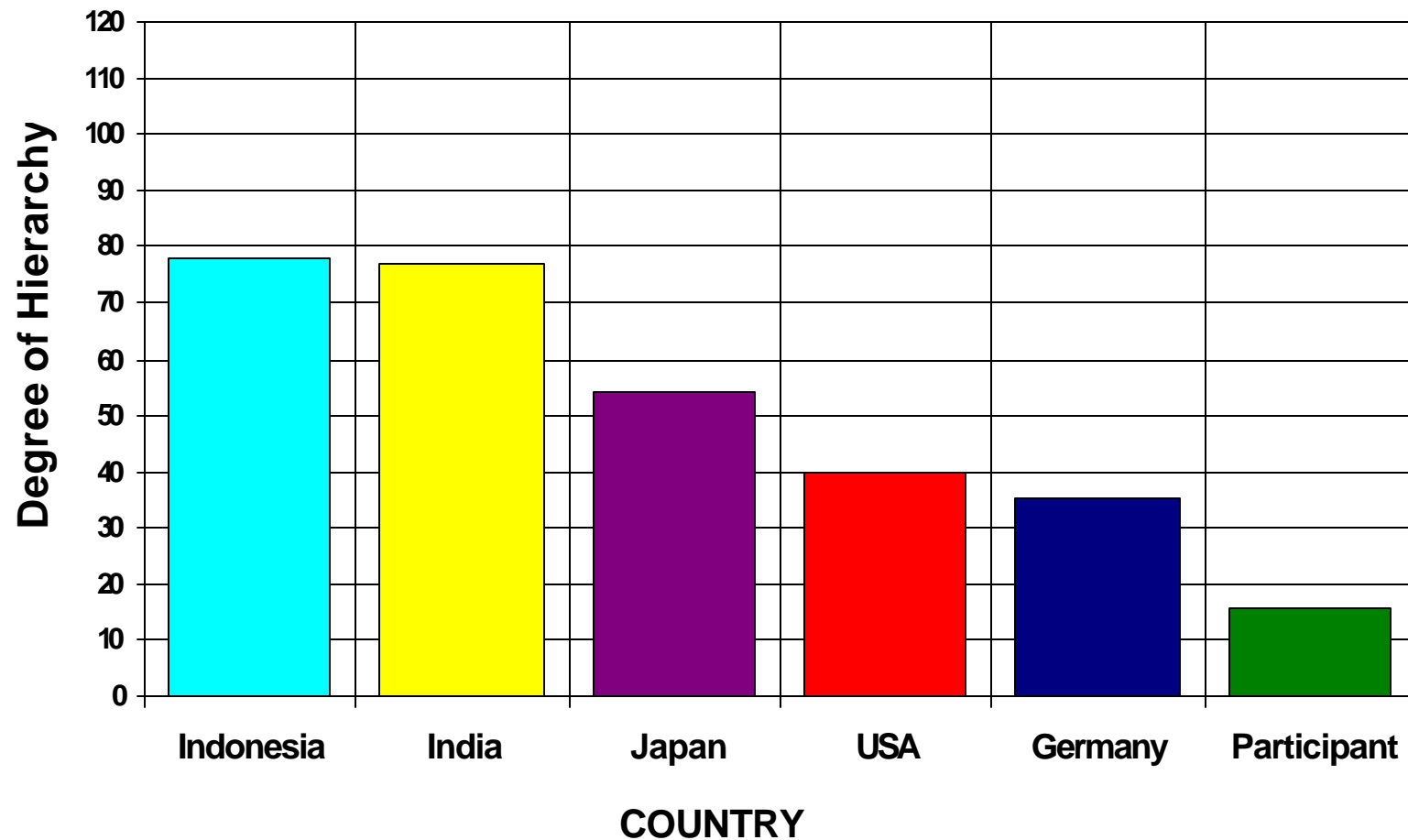
Dependency, obedience

Latent conflict between the powerful and powerless accepted

Example:

Although she held merely a clerical position, Ms. Marku always approached her work with diligence and responsibility. Since arriving in the U. S. nine months ago, Marku had proved herself to be an extremely capable worker. Ms. Smith, the American manager, began to offer more responsibility to Marku, with the hope of developing her into her assistant. Smith gave Marku more and more challenges: projects that required independent problem-solving, opportunities that demanded individual initiative. How disappointing it was, then, for Smith to find Marku apparently avoiding new responsibilities, tasks and challenges that Smith offered. It seemed that Marku always offered a reason, excuse or explanation for not being able to branch off on her own. Whatever relationship they had before Smith's plan was introduced was now becoming threatened by it. Smith was very concerned.

PREFERENCES FOR POWER DISTANCE Hierarchical Style versus Participative Style



Sample Question: It is desirable that management authority can be questioned.

Certainty

This dimension measures the extent to which people of different cultures prefer unstructured, risky, ambiguous, or unpredictable situations; or, on the other hand, those that would rather live by rules, regulations, and controls. Organizations in societies that are structure-oriented have a preference for strong codes of behaviors and management practices and tolerate less deviation from them; they tend to support their employees. Organizations that are risk-oriented encourage individuals to take initiatives and risks; they may give their employees less structure and support.

RISK-ORIENTED

Flexibility. Rules should fit situations and may be broken

Pragmatism, practical principles

Risk-taking

Relatively tolerant vis-a-vis different or marginal people

Information to share is power

STRUCTURE-ORIENTED

Rules and procedures specified and should not be broken

Philosophical, normative rules

Conservative

Relatively intolerant vis-a-vis original or marginal people

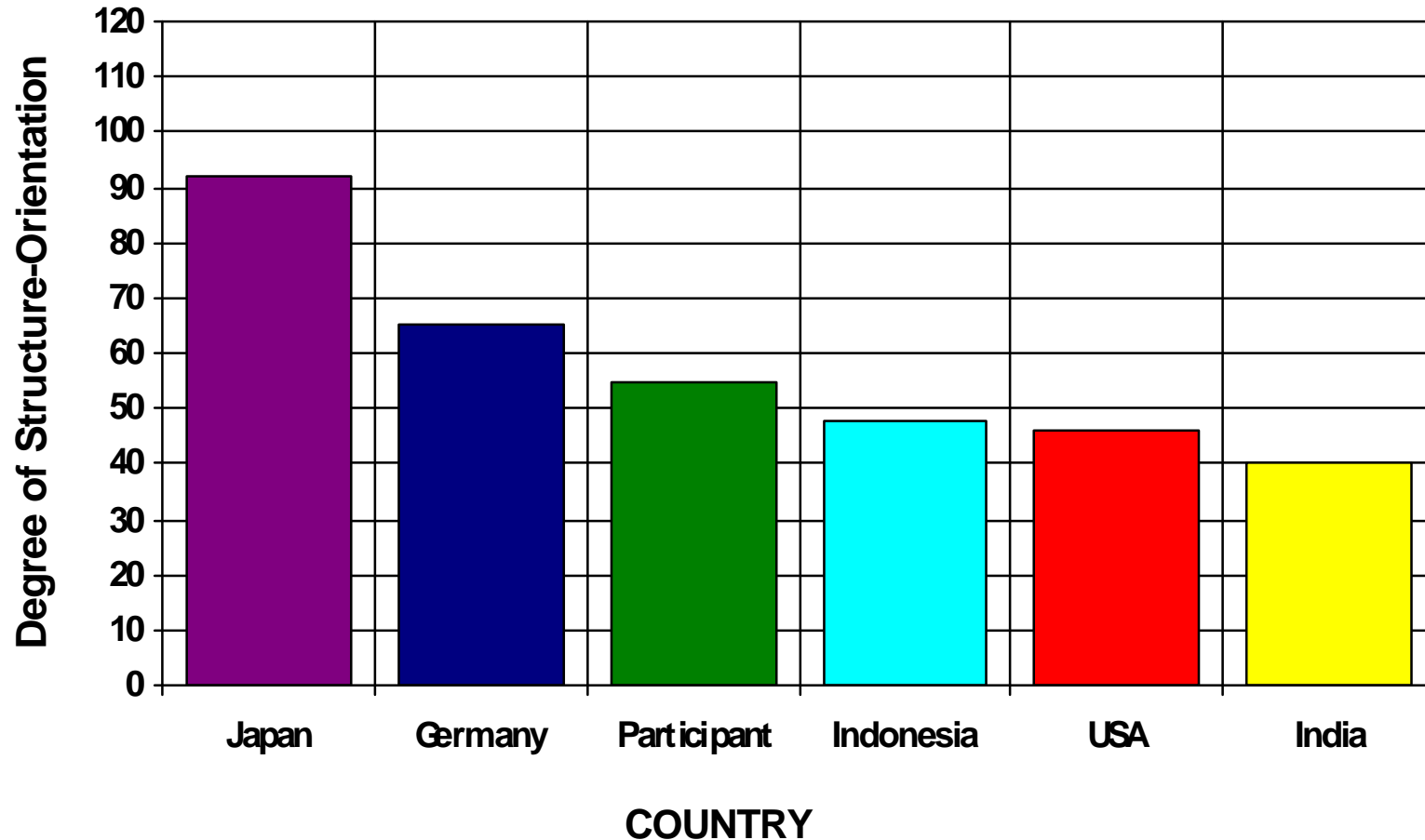
Information held is power

Example:

Ms. Nicole Francois, Director of Training for the French headquarters of a major French firm, was becoming increasingly exasperated with her counterpart, Ms. Janet Stevens, U. S. Director of Training. Ms. Francois felt that Stevens had been relentless in her pursuit of information on the training needs of the Paris office. (Stevens was doing a global study.)

In the most recent discussion, Stevens stated that she had hoped for information from Ms. Francois two weeks ago; Ms. Francois answered that the time available had been insufficient to gather the information. Furthermore, Ms. Francois repeated that it was going to take longer to get the report ready because it would be based on information that Ms. Francois would need to obtain from her superiors. She insisted she was doing her best to follow Stephens' requests, but could not continue to do so if she were harrassed. It would have helped, she told Stephens, if the original request had gone through channels.

PREFERENCES FOR CERTAINTY Structure-Oriented versus Risk-Oriented



Sample Question: One can be a good manager without having precise answers to most of the questions that subordinates may raise about their work.

Achievement

This dimension measures the degree to which cultures value tasks and work or relationships and quality of life.

RELATIONSHIP-ORIENTED

Quality of life has priority over goal achievement

Modesty, solidarity, and helping others are virtues

Small and slow are beautiful

Sympathy for the underdog

Sex roles overlap, with men taking caring roles. Strong ambitions are unusual among men as well as women. Women accepted at work without having to dress and behave like men.

TASK-ORIENTED

Goal achievement has priority over quality of life

Assertiveness, competitiveness and ambition are virtues

Big and fast are beautiful

Admiration for the strong

At home, biological differences mean different roles for the sexes: Men are expected to achieve, women to care. In some cultures, women accepted at work if they imitate masculine roles.

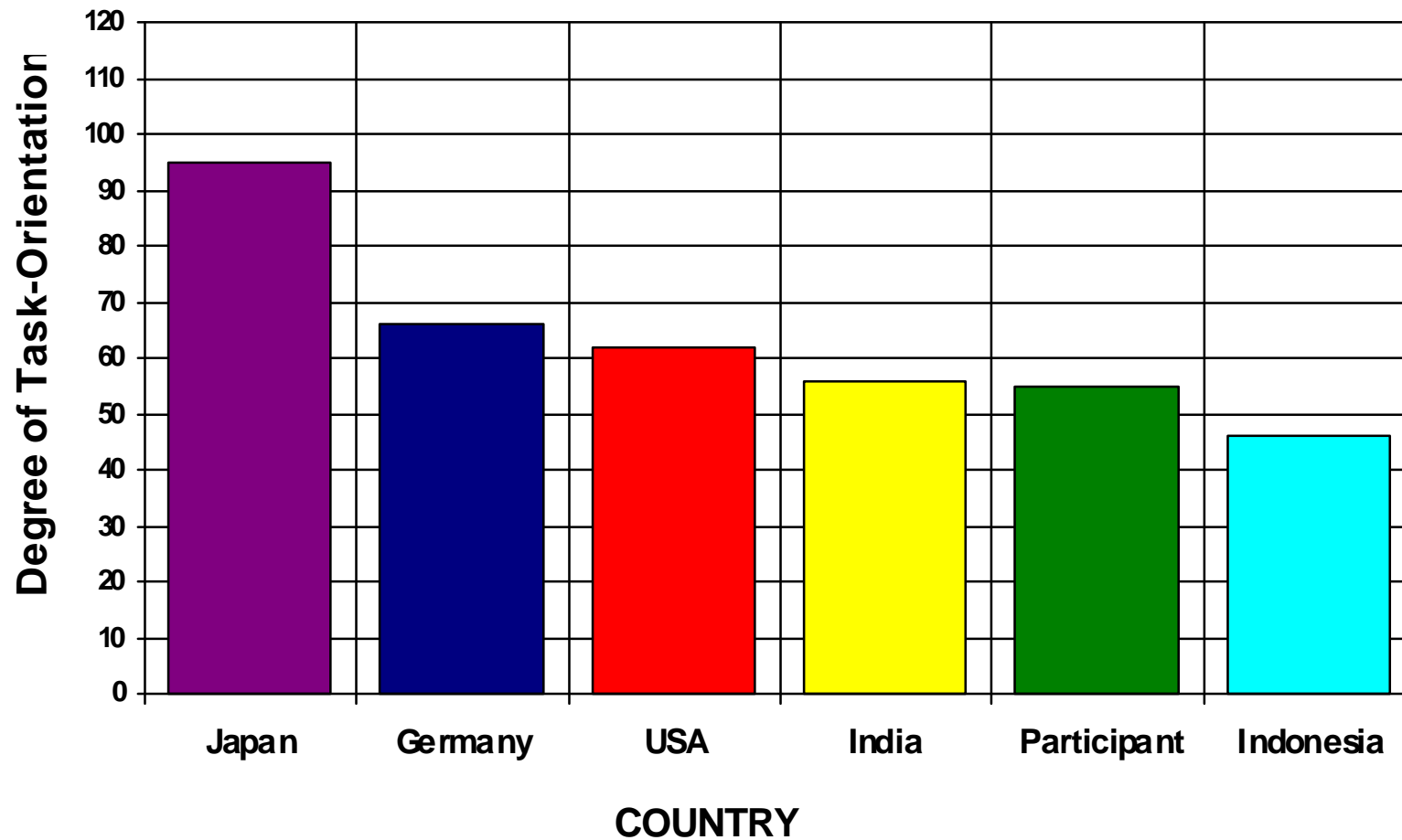
Example:

John Williams, Manager of Personnel Programs of the Chicago-based XYZ Corporation, walked into the office of Peter Van Dam, the Personnel manager of XYZ's Dutch subsidiary in Amsterdam, on a Friday afternoon at 3 p.m. Williams' plane from Chicago had been due in at 10 a.m., and he had announced his visit for 11:30, asking Van Dam to keep the rest of the day free. However, the plane was four hours late.

"You must be almost dead with fatigue, flying against the clock and with this delay," Van Dam said. "Shouldn't we postpone our meeting till Monday?" Williams said he felt just fine, and started discussing business right away. At 5 p.m., Van Dam showed some unease, asked to be excused for a moment and grabbed the telephone, chatting away in Dutch. "I called home to say I will be somewhat late," he explained. "I got permission until six. I have to make dinner for the children."

At five minutes to six, Peter Van Dam started to pack his briefcase and put on his coat. "Shall I drop you off at your hotel?" he said. In the car, Williams proposed to continue the discussion on Saturday morning. "So sorry," Van Dam said, "but I promised to take the kids to the zoo. Would you like to join us? My wife has a meeting tomorrow -- she is in politics." Williams muttered something about a presentation to the General Manager he still wanted to prepare and the two men parted rather painfully at the hotel.

PREFERENCES FOR ACHIEVEMENT Task-Oriented versus Relationship-Oriented



Sample Question: When a manager's career demands it, the family should make sacrifices.